

# Value Stream Mapping

Cindy Jimmerson

**Value Stream Mapping: How to Visualize Work and Align Leadership for Organizational Transformation** Karen Martin, Mike Osterling, 2013-10-25 The first of its kind—a Value Stream Mapping book written for those in service and office environments who need to streamline operations Value Stream Mapping is a practical, how-to guide that helps decision-makers improve value stream efficiency in virtually any setting, including construction, energy, financial service, government, healthcare, R&D, retail, and technology. It gives you the tools to address a wider range of important VSM issues than any other such book, including the psychology of change, leadership, creating teams, building consensus, and charter development. Karen Martin is principal consultant for Karen Martin & Associates, LLC, instructor for the University of California, San Diego's Lean Enterprise program, and industry advisor to the University of San Diego's Industrial and Systems Engineering program. Mike Osterling provides support and leadership to manufacturing and non-manufacturing organizations on their Lean Transformation Journey. In a continuous improvement leadership role for six years, Mike played a key role in Square D Company's lean transformation in the 1990s.

**Learning to See** Mike Rother, John Shook, 2003 Lean production is the gold standard in production systems, but has proven famously difficult to implement in North America. Mass production relies on large inventories, uses push processes and struggles with long lead times. Moving towards a system that eliminates muda (waste) caused by overproduction, while challenging, proves necessary for improved efficiency. Often overlooked, value stream mapping is the essential planning stage for any Lean transformation. In Mike Rother and John Shook's essential guide, you follow the value stream mapping undertaken for Acme Stamping, for its current and future state. Fully illustrated and well-organized, Learning to See is a must-see for the value stream manager.

**Value Stream Mapping for Healthcare Made Easy** Cindy Jimmerson, 2017-07-26 In no industry is the concept of quality more essential than it is in healthcare, which is why the lean quality principles learned through the example of the Toyota Production System are so applicable. Two fundamental principles of Toyota's push for excellence are especially relevant to healthcare: ensuring quality at every step and keeping improve

**Mapping the Total Value Stream** Mark A. Nash, Sheila R. Poling, 2011-03-23 Mapping the Total Value Stream defines and elaborates on the concepts of value stream mapping (VSM) for both production and transactional processes. This book reshapes and extends the lessons originally put forward in a number of pioneering works including the popular , Value Stream Management for the Lean Office. It reinforces fundamental concepts and theoretical models with real-world applications and complete examples of the value stream mapping technique. To educate VSM mappers on the specific mechanics of the technique, the text provides in-depth explanations for commonly encountered situations. The authors also provide a more complete perspective on the concept of availability. While they discuss availability of equipment in transactional processes, they extend the concept by elaborating on availability as it applies to employees. The calculation of process lead time for work queues is taken to an advanced level – not only is the calculation of this lead time explained, but the text also covers the very real possibility of having more work in the queue than available time. While previous books have focused on only production process VSM or transactional process VSM, this work meets the real needs of both manufacturers and service sector organizations by dealing with both types. It goes beyond explaining each scenario, to teach readers what techniques are commonly applicable to both, and also explains areas of difference so that mappers will be able to readily adapt to whatever unique situations present themselves.

**Value Stream Mapping for Lean Development** Drew A. Locher, 2008-05-02 Written by one of the world's most respected consultants on Lean, this work presents a methodology for value stream mapping that is appropriate for any organization, whether it be service or product oriented. Over the past 25 years, Locher has proven just how powerful this process is, having employed it in healthcare, transportation, distribution, education, financial services, and manufacturing environments. Illustrating his methodology through the example of the imaginary DevelopTek company, he explains how to: Identify development waste Assess an organization's current state and develop a Current State Map Apply Lean principles to create a Future State Map

**Value Stream Mapping for the Process Industries** Peter L. King, Jennifer S. King, 2015-04-24 Providing a framework that highlights waste and its negative effects on process performance, value stream maps (VSMs) are essential components for successful Lean initiatives. While the conventional VSM format has the basic structure to effectively describe process operations, it must be adapted and expanded to serve its purpose in the process industry. This book describes in detail how to create a complete VSM for a process industry manufacturing operation. Detailing the unique features of process operations and why they require additions and adjustments to traditional VSMs, the book walks readers through the steps in analyzing the map. It explains how to scope improvement projects, prioritize them, and then use future state VSMs to illustrate and motivate systemic improvement. In doing so, it supplies readers with a roadmap for a complete Lean transformation. Describes how to analyze the map for waste and flow issues so that they can be reduced and even eliminated Provides examples of the calculations needed for the flow parameters in data boxes Explains how the VSM concept can be applied to the entire supply chain Includes strategies for engaging your entire workforce in map creation The book introduces a target manufacturing process and uses it to describe how to create a complete VSM. The target process is complex enough to illustrate the issues often encountered in mapping a process industry operation, but straightforward enough to explain all of the mapping considerations and decisions. The book includes real examples of how VSMs brought much greater clarity to the real issues the processes faced and cases where the insight enabled management to avoid costly, inappropriate investments.

**Untangling with Value Stream Mapping** Ovidiu Contrás, 2022-04-05 The standard belief in books about Lean initiatives and value stream mapping (VSM) is that VSM works well on transactional processes (which are primarily linear processes where handoffs are well defined and the outcome is known) and it is useful for repetitive projects or products. This book counters these statements by clearly demonstrating how a VSM exercise can be successfully performed in complex, multifunctional environments involving nonrepetitive work, such as aircraft new product development, custom engineering, software development and project management. The methodology described in this book is the result of more than ten years of refinement and is based on practice while working with multidisciplinary teams and helping them achieve their goals. This is a novel approach to capturing the information flow in a VSM by recognizing it as the place where most of the issues are generated, especially for the previously mentioned environments and the fact that classical mapping methodologies (including classical VSM) do not capture it well. The VSM methodology that the author developed goes to the essence of a VSM (activities flow, information flow, timeline), uses conventional VSM icons and some custom information flow icons and helps the following: Quantifying waste (VSM literature gap) Making disconnects visible (VSM literature gap) Making behavioral and cultural patterns visible (VSM literature gap) If the steps are followed thoroughly, then lead time reductions ranging from 60% to 88% are achieved, along with increased availability of resources, more output with the same resources, projects delivered on time and, most importantly, colleagues embracing the Lean mindset, which greatly contributes to maintaining the gains. Essentially, this book helps readers perform a VSM in environments where multiple stakeholders interact with each other to deliver a product or a service with unclear aspects, such as what the product/service is, how all involved can contribute to the product or service transformation and how the interactions between them occur. For example, the products/services targeted in this book include test results, analysis results, a custom design, a process, a methodology, an engineering change, integrated enterprise software and engineering drawings. Concurrently, this book helps readers map behavioral patterns, such as

micromanagement, and company culture aspects, such as excessive governance and decisions by committee.

**Value Stream Mapping Workshop** Mike Rother, John Shook, 2000 When Mike Rother and John Shook first realized the power of value stream mapping in the mid-1990s they began to offer workshops on this invaluable technique.

**The Complete Lean Enterprise** Beau Keyte, Drew A. Locher, 2004-07-30 Winner of the 2005 Shingo Prize for Excellence in Manufacturing Research Most lean initiatives conducted by manufacturers are focused mostly on shop-floor activities — mapping the value stream of raw material to the shop-floor customer. Much of the untapped potential for productivity improvements lies, however, in non-production areas — where the value stream is administrative (i.e., order to cash). These office value streams directly support the daily production needs of an enterprise. Beau Keyte and Drew Locher's new book, *The Complete Lean Enterprise: Value Stream Mapping for Administrative and Office Processes*, offers a step-by-step approach to applying lean initiatives to the administrative and office environment. It's a must read for leaders looking to improve their production support activities within their order-to-cash value stream. The Complete Lean Enterprise is a valuable tool in applying value stream mapping (VSM) to non-production areas, identifying office wastes, establishing performance metrics, speeding up administrative workflow, and improving office efficiency.

**Value Stream Management for the Lean Office** Don Tapping, Tom Shuker, 2003-02-20 Bring Lean Improvements to the Administrative Areas of Your Organization! Extending their eight-step process to the realization of a lean office, Tapping and Shuker use a customer service case study to illustrate the effectiveness of the value stream storyboard. This popular volume provides organizations with a proven system for implementing lean principles in the office. In addition to providing a thorough overview of basic lean concepts, this book details methods for identifying the administrative activities in need of attention. To address these, it applies the eight-step process for removing waste and reorganizing workflow. Accompanying the book is a CD containing a lean assessment tool, a storyboard template, charts, a team charter, and worksheets. BONUS CD! Along with this book you receive a CD containing a lean assessment tool, a storyboard template, useful charts, a team charter, forms, reports, and worksheets!

**Metrics-Based Process Mapping** Karen Martin, Mike Osterling, 2012-10-22 Metrics-Based Process Mapping (MBPM) is a tactical-level, visual mapping approach that enables improvement teams to make effective, data-based decisions regarding waste elimination and measure ongoing process performance. The mapping technique, often used to drill down from a value stream map, integrates the functional orientation of traditional swim-lane process maps with time and quality metrics that are essential for designing improved processes. Building on the success of its popular predecessor, *Metrics-Based Process Mapping: An Excel-Based Solution*, this book takes readers to the next level in understanding processes and process improvement. Included with the book is an interactive macro-driven Excel tool, which allows users to electronically capture their current and future state maps. The tool also audits the maps for completeness, summarizes the metrics, and auto-calculates the improvements. Improvements to this version include: Foundational content about processes—what they are and how they vary A description of the difference between value-stream and process-level maps New content about how to bridge the gap between your current state and your desired future state Tips for effective team formation and mapping facilitation An implementation plan for those using the mapping methodology as a standalone tool and not part of a Kaizen Event The Excel-based tool included on the accompanying CD provides readers with a user-friendly way to electronically archive manually created maps in team settings for easier storage and distribution across your entire organization. While current and future state MBPMs are initially created during team-based activities using butcher paper and post-its, the electronic maps serve as standard work documentation for the improved process, enabling training, communication, and process monitoring activities. This flexible, user-friendly tool includes: A custom toolbar that simplifies map creation and editing Automated calculation of key metrics An audit feature to prevent mapping errors The ability to simulate how improvements will impact staffing requirements System Requirements: The tool is intended for use on PCs using Excel 2003 or later—it will NOT function with earlier versions of Excel, or on Macintosh computers. View a demo of the Excel tool at: [www.mbpmapping.com](http://www.mbpmapping.com)

**Installing Efficiency Methods** Charles Edward Knoeppel, 1915

**Lean Lexicon** John Shook, Chet Marchwinski, 2014-01-21 With 14 new definitions touching on management, healthcare, startups, manufacturing, and service, the 5th edition of the Lean Lexicon, is the most comprehensive edition yet of the handy and practical glossary for lean thinkers. The latest Lexicon, updated in 2014, contains 60+ graphics and 207 terms from A3 Report to Yokoten. The Lexicon covers such key lean terms as andon, jidoka, kaizen, lean consumption, lean logistics, pull, plan-for- every-part, standardized work, takt time, value-stream mapping, and many more. The new terms are: • Basic Stability • Coaching • Gemba Walk • Huddle • Kamishibai Board • Kata • Leader Standard Work • Lean Management • Lean Management Accounting • Lean Startup • Problem Solving • Service Level Agreement • Training Within Industry (TWI) • Value-stream Improvement Unlike most other business glossaries in print or online, the Lexicon, introduced in January 2003, is focused exclusively on lean thinking and practice. Like the past four, the fifth edition of the Lean Lexicon incorporates terms and improvement ideas from our customers. We continue to welcome suggestions from the growing lean community in its traditional industries and beyond.

**Toyota Kata: Managing People for Improvement, Adaptiveness and Superior Results** Mike Rother, 2009-09-04 Toyota Kata gets to the essence of how Toyota manages continuous improvement and human ingenuity, through its improvement kata and coaching kata. Mike Rother explains why typical companies fail to understand the core of lean and make limited progress—and what it takes to make it a real part of your culture. —Jeffrey K. Liker, bestselling author of *The Toyota Way* [Toyota Kata is] one of the stepping stones that will usher in a new era of management thinking. —The Systems Thinker How any organization in any industry can progress from old-fashioned management by results to a strikingly different and better way. —James P. Womack, Chairman and Founder, Lean Enterprise Institute Practicing the improvement kata is perhaps the best way we've found so far for actualizing PDCA in an organization. —John Shook, Chairman and CEO, Lean Enterprise Institute This game-changing book puts you behind the curtain at Toyota, providing new insight into the legendary automaker's management practices and offering practical guidance for leading and developing people in a way that makes the best use of their brainpower. Drawing on six years of research into Toyota's employee-management routines, Toyota Kata examines and elucidates, for the first time, the company's organizational routines--called kata--that power its success with continuous improvement and adaptation. The book also reaches beyond Toyota to explain issues of human behavior in organizations and provide specific answers to questions such as: How can we make improvement and adaptation part of everyday work throughout the organization? How can we develop and utilize the capability of everyone in the organization to repeatedly work toward and achieve new levels of performance? How can we give an organization the power to handle dynamic, unpredictable situations and keep satisfying customers? Mike Rother explains how to improve our prevailing management approach through the use of two kata: Improvement Kata--a repeating routine of establishing challenging target conditions, working step-by-step through obstacles, and always learning from the problems we encounter; and Coaching Kata: a pattern of teaching the improvement kata to employees at every level to ensure it motivates their ways of thinking and acting. With clear detail, an abundance of practical examples, and a cohesive explanation from start to finish, Toyota Kata gives executives and managers at any level actionable routines of thought and behavior that produce superior results and sustained competitive advantage.

**Value Stream Mapping** 50MINUTES, 2017-08-25 Understand value stream mapping in no time! Find out everything you need to know about this powerful tool with this practical and accessible guide. In an increasingly competitive business world, identifying the areas where your company is losing time and money can give you a vital edge. Value stream mapping is one of the most popular tools of lean management and is easy to apply to virtually any production process, allowing you to locate and eliminate sources of waste and

streamline your operations. In 50 minutes you will be able to:

- Understand the main principles behind value stream mapping and lean management
- Identify the key icons used in VSM and find out what they mean
- Draw up your own map of material and information flows and use it to identify sources of waste

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**Accelerated Value Stream Mapping for Transactional Processes** James Speirs,2018-02-28 Value Stream Mapping doesn't need to be difficult! This book strips away the mystique and provides the reader with a no-nonsense approach to creating a Value Stream Map for the Transactional world. Whether tackling Back-Office processes, Finance, Health Care or Information Technology, this book shows how to reduce the time spent mapping and still gather all the needed information to produce a meaningful Value Stream Map. Aimed at beginners, the book is packed full of useful hints and tips for seasoned Lean Practitioners. You will be guided, step by step through planning for the mapping process, identifying improvement projects directly from the Value Stream Map and tracking project success. The book also contains multiple templates for the Value Stream Map, Project identification, Prioritization and Execution and Agenda setting.

**Creating Mixed Model Value Streams** Kevin J. Duggan,2018-02-05 Following in the footsteps of its bestselling predecessor, Kevin J. Duggan, an executive mentor and recognized authority on Lean and Operational Excellence, draws on more than 10 years of experience and learning to provide Creating Mixed Model Value Streams, Second Edition. This second edition takes a step-by-step approach to implementing Lean in c

**The Strategos Guide to Value Stream & Process Mapping** Quarterman Lee,Brad Snyder,2006 At last, this much anticipated book has been published and provides a much needed breath of fresh air. The Strategos Guide to Value Stream and Process Mapping has helpful tips on facilitating group VSM exercises and helps put VSM in the greater Lean context. With photos and examples of related Lean practices, the book focuses on implementing VSM, not just on drawing diagrams and graphs. This is the most comprehensive and practical book on the subject to date.

**How to build a value stream mapping (VSM)** Mickaël Réquillard,2020-07-27 Lean management appeared in the 1950s and is now deployed not only in production activities but also in a multitude of functions. Its main objective is to eliminate all process waste in order to improve process performance and meet the right customer needs by allocating company resources wisely. A multitude of continuous improvement tools are available to achieve this goal, including VSM (Value Stream Mapping). This tool, which may seem complex the first time around, is an excellent way to analyse a process, identify how it works (detailing both physical and information flows) and highlight losses. Once you have acquired the various notions specific to this method (which we will detail in this book), it becomes an excellent means of communication, visual, at any level in the company. It allows to define the improvements and the strategy for the months or even years to come. It allows decision-makers to take a real overview of the situation. This book will allow you to :

- Understand the terms used in a VSM.
- Understand when to use it and the benefits of this method.
- Know how to read a VSM by understanding its logic, symbols and formalisms.
- Know how to represent a current VSM and design a future VSM.
- Understand how to calculate key indicators.
- Put into practice through several examples.

Enjoy reading!

**Value Stream Mapping** Sumeet Savant,2018-08-23 Understanding value streams, mapping current and future state value streams, and performing end to end value stream mapping exercise has never been easier! Have you ever wanted to perform value stream mapping exercise on your company's processes? Have you ever wanted to perform value stream mapping exercise on your customer's processes? Have you ever wanted to identify wastes, achieve cost savings, cost reductions, and cost leadership in your company? If the answer to any of these questions is yes, you need look no further. Lean Six Sigma Master Black Belt Mentor and Coach, Sumeet Savant, with more than a decade of experience in executing, leading, and mentoring hundreds of Lean Six Sigma improvement projects brings to you a simple, straight forward, no nonsense book which will enable you understand value streams, map current and future state value streams, perform end to end value stream mapping exercises, and achieve the cost reductions you have always dreamt of, quickly, effectively, and efficiently. He shares his belief: Lean implementation is possible only when you know your business processes and value streams Do Act Now and have a LOOK INSIDE the short book to have a brief experience of the immensely valuable information it has in store for you. With this book, you will get to,

- Know the different types of value stream mapping.
- Know and understand the different elements that flow on the value stream maps.
- Know and understand the endless list of icons used in the value stream mapping.
- Know the end to end value stream mapping exercise, covering all the necessary stages.
- Know how to create both the current and future state value stream maps.
- Check out one case study example that will help you easily get used to value stream mapping exercise.
- And know all these in the least number of words possible - to help you lean your processes and achieve cost reductions faster.

This may very well be the last book you will ever need to perform value stream mapping exercise on your process and achieve overall cost effectiveness. We are sure about it! And, so will you be!

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